1988 Oxford House, Inc., Development Plan

Historically, Oxford House, Inc.[1], and the individual recovery houses chartered under its umbrella, have relied almost exclusively upon internally generated funds. In the fall of 1987 the Oxford House Board decided to solicit and accept outside funding to expand the proven concept of Oxford Houses. The blueprint for that expansion is contained in this three year development plan.

This development plan covers calendar years 1988[2] through 1990 and is organized on a functional and an annual basis reflecting three phases of projected development.

Phase I has three components (1) establishment of a full-time Oxford House Service Board; (2) establishment of the Oxford House Revolving Fund; and (3) expansion of individual Oxford Houses, for both men and women, on a carefully selected stand-alone and cluster basis. Depending upon the availability of funds, it is envisioned that Phase I will be completed by the end of 1988.

Phase II has two components: (1) further expansion of individual Oxford Houses for both recovering men and women; and (2) expansion of informational publications and manuals to make the start-up of new houses as easy as possible. Contingent only upon the availability of funds, it is envisioned that Phase II will be completed by the end of 1989.

Phase III is the continuation of the first two phases of the plan plus a thorough evaluation of operations and structure.

The two new Oxford House organizations -- the Oxford House Service Board and the Oxford House Revolving Fund -- are key elements of the three-year development plan. Both organizations will operate under the overall authority of the corporate board. The Oxford House Service Board will have a full time director; the Oxford House Revolving Fund will be managed by three trustees-- two from outside the Oxford House organization and one from within.

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[1] Oxford House , Inc. is a Delaware not-for-profit corporation organized to comply with Section 501(c)(3) of the Internal Revenue Code of 1954, as amended.

[2] Expenses and Income for 1988 is on a nine month basis since operations in the development plan begin April 1, 1988.

Oxford House Service Board

A full time Oxford House Service Board will co-ordinate the expansion and service the existing and new houses which will be chartered by the Oxford House Board. On April 1, 1988 a full-time director of the Oxford House Service Board began work. The Oxford House Service Board will be accountable to the Board of Directors and have the following general duties:

- maintain an office to provide central coordination among Oxford Houses;
- answer correspondence and inquiries about Oxford House;
- prepare, edit and print Oxford House publications and informational material;
- publish and distribute the monthly newsletter, the "Oxford Grape";
- seek applicants for new Oxford House charters;
- assist new charter grantees in getting their new Oxford House(s) started, and
- coordinate the quality control procedures of Oxford House,Inc.

The duties of the Oxford House Service Board are , for the most part, self-explanatory. The last two duties , however, require some explanation. Detail concerning the duty to assist applicants for Oxford House charters is contained in Attachment A to the Development Plan--"How to Start an Oxford House." With respect to the quality control procedures, the Oxford House system involves enforcement of two key requirements --(1) each house must be democratically run on a self-supporting basis and (2) each house must evict any resident member who drinks alcohol or uses drugs. There can be no exception to these requirements because they are at the heart of what makes an Oxford House able to function.

As Oxford House expands and becomes more geographically spread out, the Oxford House Service Board will make certain that where a cluster of Oxford Houses exists there is frequent contact between the individual houses in the cluster to assure quality control. Well-run houses tend to exert positive influence upon any house that is not performing in accord with the

Oxford House System. When there is only one house in a region, the Service Board will make contact with individual members of AA in the region in order to get independent feedback concerning how a new or stand-alone house is performing. Fortunately AA members are everywhere and have a mutual interest with Oxford House to ensure the that an individual house does not violate its charter[3].

The director of the Oxford House Service Board will be able to use his experience to provide helpful information to new Oxford Houses and clusters of Oxford Houses and will develop the necessary AA contacts to ensure a high level of quality control throughout the expanded Oxford House System[4].

Oxford House Revolving Fund

The Oxford House Revolving Fund is the vehicle for providing interest free loans to new Oxford Houses which have been awarded a charter by the Board of Oxford House, Inc. The loans are interest free but must be paid back on a schedule agreed upon at the time of the loan As an incentive for a debtor house to pay the loan back more quickly there is a differential between membership dues for residents of houses with outstanding loans and those without loans.[5]

The Oxford House Revolving Fund is managed by three trustees made up of two individuals outside the Oxford House System and one individual appointed by the Board of Oxford House, Inc. from within the Oxford House System. It is the goal of the Board to select two well known outside trustees of the fund who are willing to do the job and provide assurance to contributors that the money they give will not be mismanaged.

The duties of the three trustees of the Fund will be to make certain it is well managed and that reasonable loans are approved. For example, the Fund

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[3]Not only have AA members in the Washington area kept a helpful eye on the operations of individual Oxford Houses, but the establishment of a house in Bethlehem, Pennsylvania-- nearly 200 miles away from the nearest existing Oxford House-- has demonstrated that the AA network operates on an interstate basis.

[4]The full-time director is John V O'Neill, one of the founders of Oxford House, Inc and a former editor of a national trade association monthly publication and account executive of a national public relations firm John knows the start-up and operating experiences of every Oxford House that has been started.

[5] Membership dues, which are used to help defray the cost of the Oxford House Service Board, are $5 a month for residents of Oxford Houses without a loan and $10 a month for houses with a loan outstanding.